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Leadership Doctorates Newsletter: Volume 5, Number 2

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HOME OF SIDNEY KIMMEL MEDICAL COLLEGE

Leadership Doctorates Newsletter

Volume 5 Number 2

July 22, 2019

<https://jdc.jefferson.edu/sln/>

Jefferson Leadership Doctorates Newsletter reports information relevant to the Jefferson (Philadelphia University + Thomas Jefferson University) **Strategic Leadership** and **Complex Systems Leadership** programs and communities including personal and professional events, accomplishments, new practices, research, opportunities, and suggestions. You are encouraged to forward the *Newsletter* to friends and colleagues to expand awareness and to brand yourself as a community member. You are also invited to recommend people or organizations to be added to the mailing list. Contact **Jefferson Leadership Doctorates Newsletter** by emailing Lawrence.Starr@Jefferson.edu.

Dean's Report

Dr. Shelley Osagie, Dean of the School of Continuing & Professional Studies, offers comments, updates, and activities about our School.

Dean Osagie



May 21, 2019 was a beautiful day for a graduation ceremony at the Kimmel Center. The DSL program celebrated seven students' academic achievement. To our DSL students, you are the future of leadership! This program has prepared you to look at the system in which you are working and living in a different way. You have learned to navigate the complexities of your organization using techniques to help you think critically and solve difficult problems; you have learned to recognize that the usual or "traditional" sources of data are at times backward looking and may have limited value in a world that is being re-created. You

graduated knowing and understanding how to approach those complexities. Embrace the following in your leadership journey:

1. Be a LEARNING ZEALOT!
2. Be HUMBLE!
3. Be a PERSONAL DISRUPTOR!
4. Be a TOUGH-MINDED OPTIMIST!
5. Be an EAGER EXPERIMENTER!

Congratulations Graduates!!



Jefferson's 195th Graduation Ceremony

Congratulations to DSL community members who were honored on May 21, 2019 as Candidates for the degree of Doctor of Management in Strategic Leadership! Pictured (Left to Right) are Eugene de Klerk, Cohort 2, John Ervin, Cohort 3, Travis Douglas, Cohort 3, Darshi Mody, Cohort 2, William Myles, Cohort 2, Brittany Holton, Cohort 3, and Jim Plummer, Cohort 2.

Each was called to the stage at Verizon Hall in the Kimmel Center by Dr. Larry M. Starr to receive a symbolic diploma; the real one arrives after the dissertation final copy is filed with the library. Then each shook the hand of Jefferson President and CEO Dr. Stephen Klasko and was formally "hooded" by Dean Shelly Osagie.

As the photo immediately after the ceremony makes clear, six of the seven are **thrilled** after this experience. Eugene, who had earned a PhD before entering our Doctoral program has been through this before, so appears mostly thrilled.

Eugene, John, Travis, Darshi, William, Britt and Jim



Jefferson Leadership Doctorate 2nd Annual Graduation Social

The Jefferson Doctorates in Leadership began to admit students in Spring 2016, so Spring 2018 was the first-ever graduation and graduate social, and this year on May 20, 2019 the evening before graduation, DSL held its 2nd annual graduation social and awards event. Attending were faculty, staff, graduates, families, and friends. All graduating students received an award for contributions to the development of the program. In addition, **Darshi Mody**, Cohort 2, received the inaugural ***Doctor of Management Student Leadership Award*** presented by **Dr. Steve Freeman** for whom she was the T/A for the Research Methods courses, and **Dr. Dominick Volini** with whom she designed then carried out a DSL Student Perceptions Project.

Special Note: In addition to this award, on July 18, Darshi successfully defended her dissertation, **UNDERSTANDING INDIAN DESIGN EDUCATION FROM STAKEHOLDERS' PERSPECTIVES**. Her dissertation supervisor **Dr. Joe Sweeney** and other committee members, **Dr. Steve Freeman** (First Reader) and **Professor Aftab Gharda** (University of Derby, UK, External Reader), accepted the work without conditions, the highest level of acceptance. Her dissertation will shortly be uploaded to the [Jefferson Digital Commons](#).

Dominick, Darshi and Steve



Joel, Rosa, John, Darshi, Joe, Larry, Steve, Shelley and Tom



Successful Defense Announcement

Dr. Travis Douglas, Cohort 3



Congratulations to **Travis Douglas, DMgt, Cohort 3**, who on May 14, 2019 successfully defended his dissertation, “**EFFECTIVENESS OF CLERY ACT EMERGENCY NOTIFICATIONS AND TIMELY WARNINGS**” to unanimous agreement of his Dissertation Committee: **Steve Freeman, PhD** (Advisor), **Tom Guggino** (First Reader), and **Melissa Wheatcroft, Esq.**, General Counsel, Rowan University (External Reader).

Dr. Douglas, who is Assistant Vice President for Residential Learning and Inclusion Programs at Rowan University, was supported in DSL by a competitively won [Fellowship from the Thomas Jefferson University Arlen Specter Center](#). His Fellowship, the first issued by the Specter Center, culminated in a paper he published in February 2019 and available on the *Jefferson Digital Commons*, “[Efficacy of Clery Act Timely Warning and Emergency Notification Messages](#).”

His dissertation will shortly be uploaded to the *Commons* here: https://jdc.jefferson.edu/diss_masters/.

Commencement Reflection

By Brittany Holton, Cohort 3

Today was graduation day for the Jefferson Doctor of Management in Strategic Leadership program. Of all I've done and learned through this process, I can tell you definitively that the hardest part was starting. Our commencement speaker asked us to think back to the day we received our letter of acceptance, and to what that represented to each of us. For me, that letter was insignificant compared to the three I had to ask to be written on my behalf as recommendations. In the midst of applying for a degree I wasn't sure I was capable of completing, three people volunteered to write letters stating that I was both capable and ready.

Britt Holton, Cohort 3



From the bottom of my heart I want to thank [Mike Hart](#), [Mary Barnett](#), and Denise Hopkins, for being the people who saw the best in me, brought out the best in me, and didn't hesitate to share their confidence in me when I needed it most. What a thing that is - to be the kind of mentor and the kind of leader to whom someone turns when they need to represent the best of themselves. It's what I aspire to, and it's because I've had the chance to see what a profound impact great leadership can have! Thanks for doing the hardest part for me!

Note: Britt Holton, Cohort 3, is Director of Sales for Chicago Custom Foods LLC. Her previous education included a BA in Fine Arts from St. Joseph's University and MA in Teaching from Tufts University. Her dissertation, supervised by Dr. Steve Freeman, is *Applications and Innovations in Customer Analytics*.

Docendo Discimus

By Hamid Bertal, Cohort 4

Docendo discimus, "by teaching, we learn" is a Latin proverb attributed to Seneca the Younger (c. 4 BCE – 65 AD), who wrote in his *Letters to Lucilius* (Book I, letter 7, section 8), *Homines dum docent discunt*, "Men learn while they teach." This was my inspiration to look for opportunities. When I began the Strategic Leadership Doctorate, it motivated me to start searching for a teaching position. And after completing five DSL classes, I felt that I had gained knowledge to share and it was time for me to improve my learning of leadership by teaching leadership to others.

I contacted Dr. Larry Starr, told him my goal, and that I would make myself available to attend any classes at the undergraduate level with a seasoned teacher so I could learn his or her teaching style. I also proposed to a friend of my father in Morocco, Professor Said Fathi, who teaches English at the [University Hassan II](#) in Casablanca, Morocco, that I was interested in offering a workshop on leadership.

Dr. Starr introduced me to **Jerin Juby, Cohort 6**, who was willing to share with me his style of teaching. Jerin works full time at Jefferson Hospital while a part-time student in the DSL program, and he teaches undergraduate courses in our School of Continuing and Professional Studies. When Larry proposed to him that he mentor me, Jerin didn't hesitate; he accepted me immediately. So, I started attending Jerin's classes at the beginning of Spring 2019. My experience with Jerin was great: I learned a lot from his teaching style. He was accommodating and encouraging.

In the middle of the Spring semester, I received email from Prof. Fathi that [Institut Supérieur de Commerce et d'Administration des Entreprises \(ISCAE\)](#), a business school in Morocco, was interested in hosting my workshop. He further informed me that he had arranged a workshop at University Hassan II for students and faculty members. He connected me with Prof. Amin Zanjari at ISCAE and Prof. Ibrahim Belhad at University Hassan II to coordinate.

I immediately, contacted Dr. Starr and asked him for advice and guidance. Within one week, he sent an email to all DSL students and faculty asking if they wanted to join a team to design and develop the content of my workshops. **Jerin Juby, Cohort 6, Pamela Tull, Cohort 4, Beverly Gray, Cohort 7, and Joyce Zhang, Cohort 5** accepted the request and helped me to create the learning experiences.

Dr. Starr then scheduled and facilitated an online meeting where he provided guidance and advice. Following this, the team and I developed slides that contained all the proposed suggestions, and we sent them to Dr. Starr for feedback. We named the workshop "**Leadership, Context, and System Thinking.**" The team met several times to continue to develop the material and to enable me to practice presenting in front of them so I could learn from their feedback. I also performed the presentation for **Doctoral Coach Tom Guggino** who provided me great tools to improve my public speaking skills.

Two workshops were scheduled for Monday March 18, 2019 and Tuesday March 19, 2019 at ISCAE, and a third on Thursday March 21, 2019 at University Hassan II. Before arriving in Morocco, I developed a post-workshop survey to be completed by attendees so I could learn from their comments and suggestions. My survey inquired about my presentation skills and about their perceptions and understanding of the leadership concepts.

My first workshop collected 41 responses from attendees. Results indicated that most students were positive about the workshop. Regarding my presentation skills, some indicated that I did not have adequate eye contact and my voice was too soft. I took this feedback seriously so on my second day, when there were 59

students, feedback from the surveys showed my performance was much better than the first. I learned to not look at the slides as often, to increase audience eye contact as much as possible, and to keep my voice louder most of the time. The two workshops not only gave me more confidence but also a better understanding of the material. For the third workshop, my performance was much better than the two previous sessions. I was now more familiar with the topic and slides, and more engaged with the audience to the point that I introduced extra related personal stories to illustrate my learning objectives. There were 131 attendees in the auditorium for that workshop.



Regarding learning about leadership, the survey indicated that the topics of leadership, complexity and systems were new and vital to this audience, and that there was consensus that they wanted more workshops on these topics in the near future. Many students, faculty members, and others who attended came to me afterward to express these same sentiments.

Before going to Morocco, I hoped that my workshops would be well-received and open for me additional teaching opportunities. That is exactly what happened. This experience has allowed me to think about and explore more teaching opportunities, to learn more about leadership and complexity, and to connect with many people. By presenting these workshops, I not only increased my understanding of leadership but also made professional academic connections - broadened my network - with those who may help me to find other teaching opportunities.

Hamid surrounded by learners



I want to thank the following for their support and assistance in the preparation of my presentations: Dr. Larry Starr, Tom Guggino, Jerin Juby, Pamela Tull, Beverly Gray, and Joyce Zhang. I want to thank the following while I was in Morocco: Prof. Fathi Said, Prof. Ibrahim Belhad, and Prof. Amin Zanjari. And most importantly, I want to thank my wife, Zineb and my three daughters Aya, Leena, and Emaan for their patience while I was overseas performing the workshops.

2019 Delaware Valley HR Person of the Year

By R. Joy Azikiwe, Cohort 4

The Strategic Leadership program has helped me in my personal life and without a doubt in my professional career. When I started the DSL program in 2017, my job at the University of Pennsylvania was Senior Specialist of Staff and Labor Relations. Six months into the program, I became the Associate Director of Staff and Labor Relations. A month after that promotion, I received another and added job responsibilities and a new title, Associate Director of Staff and Labor Relations/ HR Strategic Initiatives. As of this writing, I am Associate Director of Staff & Labor Relations and Chief of Staff to the Vice President of Human Resources, and I direct HR Information Management and Global HR!! While the title is a mouthful, it depicts the journey I have gone through as a DSL learner and honestly because of the experiences gained from the program. As I acquire and integrate new knowledge and learn new concepts, I have applied these to new experiences at work which demonstrated the value of this program to my career progression. I have reshaped my thinking and unlearned what I thought I knew.

My strategic leadership education helped me to discern the priorities to focus on and think about when addressing organizational challenges. I came to understand that when solving issues at work, or coming up with a new strategic initiative, that there is not a single leverage point but rather it is important to understand and discover several weak links in order to find the deeper relationships contributing to a “bottleneck.” I learned that this applies not only with career advancement, but with the models and theories I have been studying to better understand my dissertation research domain.

DSL has exposed me to more than any of my previous education or work experiences and I plan to continue my self-development. I also plan to continue to be part of the conversations where I can provide meaningful insights and offer suggestions *and radical ideas* that people will want to be a part of. Thinking in systems - seeing the whole picture - and getting people to understand the interconnectedness of what we are dealing with in the issues we face will help propel my career even further. Every semester and more often during class sessions I gain new food for thought that has helped in making daily decisions, creating new initiatives, and which has increased my confidence level. The emergent outcome is that I am proud to report that I have received from my peers the award of **2019 Delaware Valley HR Person of the Year!**

Note: Joy’s dissertation topic, supervised by Dr. Rosa Colon-Kolacko, is “Faculty as Managers.”



The Delaware Valley HR Person of the Year Award was developed in 2001 to celebrate the Human Resources industry and to recognize those in the HR profession who exemplify outstanding achievement within our local human resources community. The award is the joint effort between Chester County Human Resource Association, Delaware County SHRM, Delaware SHRM, Greater Valley Forge HR Association, HR Association of Southern New Jersey, Philadelphia SHRM, Tri-State HR Management Association chapters of the Society for Human Resource Management (SHRM).

Joy expressing joy at the award ceremony



Artificial Intelligence (AI) in Global Health

By Amna Al-Alawi, Cohort 5

As an international Cohort 5 learner, my journey started in January 2018 when I pledged to commit to remain competitive in today's world, both on a personal and a professional level, through doctoral education. The semesters were busy, productive and fun. Courses that I have taken in Strategic Leadership, Enabling IT Tools, Systems Thinking, Organizational Development and Applied Research all supported that the program is interdisciplinary and unique. I learned to think holistically and strategically to navigate through today's challenges with an open mind.

I also feel fortunate that DSL allows international students the flexibility to travel in the Summer semester and to be able to work independently from home. I was particularly lucky that my summer course timing coincided with two special occasions in Bahrain, my home country. We observed Ramadan, a month of fasting and self-reflection, and celebrated Eid Al Fitr with family and friends.

Amna Al-Alawi, Cohort 5



I have become very interested in learning about computational intelligence and its role in modern healthcare so studied with **Dr. Les Sztandera**, a great professor and mentor. This year, I focused on data science and the use of artificial neural networks to explore patterns that can be used in research analysis and predictions, including real-life implementations. I also decided that to be part of the data scientist community I needed to be more familiar with AI software that uses machine learning algorithms to function like the human brain, so I have been learning SPSS, IBM Watson Analytics, Python, Microsoft Power BI, and R.

In one research project involving Jefferson MBA students Daniel Fooks and Sean Zakrzewski, we used AI statistical techniques on big data to identify demographic and socio-economic factors that have led to the increasing number of drug overdose deaths in Allegheny County, PA. We chose this topic because we were able to access publicly available data from the Allegheny County Office of the Medical Examiner, and because we wanted to contribute knowledge to our home state.

Using several AI software programs, we analyzed a dataset of over 3500 patients. Examining demographic and socio-economic variables to gain a microscopic insight about the issue, we discovered patterns including a possible relationship to addiction to drugs when there was lower daily temperatures, psychological and behavioral connection to drugs on weekends, and a direct market supply effect on the number of deaths.

The outcome was that our research paper (Sztandera, L., Alalawi, A., Fooks, D. & Zakrzewski, S. (2019). **“Leveraging Statistical Methods for an Analysis of Demographic Factors of Opioid Overdose Deaths”**) has been accepted at the [Eighth International Conference in Data Analytics 2019](#), in Portugal.

I am thankful for this amazing opportunity from the DSL program that allowed me to collaborate with others, engage in significant knowledge exchange, and exposed me to the importance now and in the future of AI in Global Health.



DSL Strategic Planning and Consulting

The [DSL website](https://www.jefferson.edu/university/interprofessional_education/about/mission.html) notes the following:

Embedded in the curricula are applied community and industry projects, a distinguishing attribute of this program and a key feature of the [Jefferson Nexus Learning approach](#). Strategic leadership students discover, initiate and participate in these applied consulting, research and executive education projects as part of the curriculum and program's requirements. These applied projects enable students to apply new thinking frameworks, methodologies and tools to address complex challenges in the workplace, while also allowing them to impact their community and industry while in the process of pursuing their doctoral degree.

During the 2018 Spring and Summer semesters, DSL students and faculty worked with the [Jefferson Center for Interprofessional Practice and Education \(JCIPE\)](#). The project came to DSL in 2017 from Dr. Matt Dane Baker, Senior Vice Provost for Academic Affairs and Professor, who responded to a request for help from the Center's co-directors, Lauren G. Collins, MD and Elena M. Umland, PharmD, and Director of Curriculum & Administration, Shoshana Sicks, EdM, to create a strategic plan as part of the Center's 10-year anniversary. Following a series of meetings to define the project scope and timeline, a decision was made to involve three DSL course faculty and teams of students to allow three perspectives to contribute to the creation of the strategy and planning activities.

JCIPE HOME

- About Us
 - Welcome
 - Mission & Vision
 - JCIPE Team
- JCIPE 2018 Conference
- Core Programs
- Advanced Programs
 - Collaborative Healthcare eNewsletter
- Resources
 - Awards & Recognition
 - Contact Us

Mission & Vision

Mission: To generate and sustain an adaptive "living laboratory" for innovative interprofessional practice and education that improves the lives of patients and populations.

Vision: JCIPE will define the future of interprofessional care by setting the standards for team-based practice and education.

JCIPE by the Numbers

LOOKING BACK OVER 10 YEARS

Availability to work with interprofessional healthcare teams ranked **13 out of 28** most important reasons for choosing to attend Jefferson by Incoming students in 2016.

IPE OFFERINGS FOR NOVICE TO ADVANCED LEARNERS

Year	Novice	Advanced
2017	13	3
2012	3	0
2007	0	0

PARTICIPANTS

Year	Students	Health Mentors
2017	446	200+
2012	1,293	200+
2024	2,250	200+

One team was led by Dr. Larry Hirschhorn who taught DSL 707 Theory of Constraints and applied the assumptions and methodology derived from this approach. A second was led by Dr. Rosa Colon-Kolacko who taught DSL 708 Organization Development and Change. This course provided background context, theory,

assumptions and OD methodology which supported the thinking and practices of this strategic consulting project. The third was led by **Dr. John Pourdehnad** who taught DSL 712 Strategic Interactive Planning who framed the project through a systems lens then led the combined group project using assumptions and methodologies informed by the systems approach.

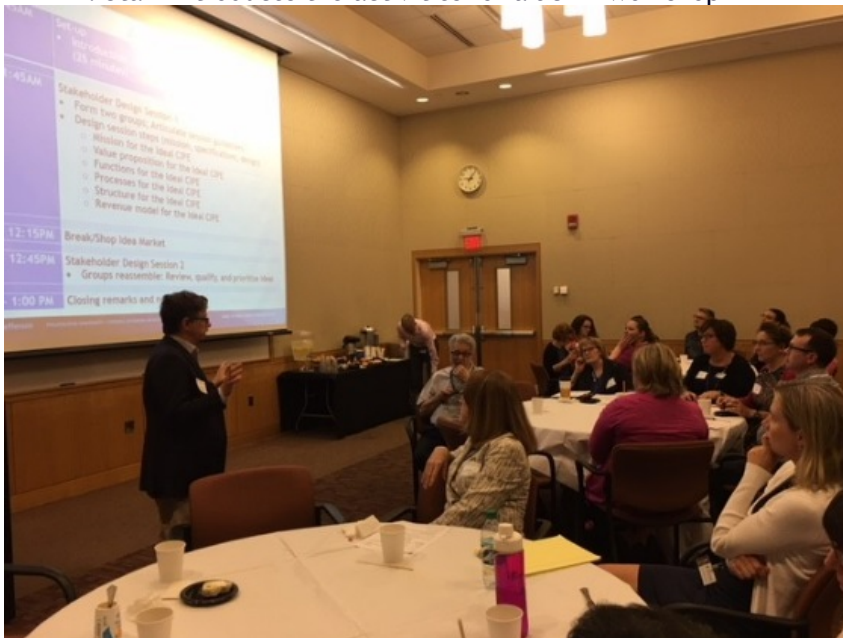
The teams worked interdependently through the Spring semester. In Summer, the project continued by forming a smaller design team in DSL 710 Advanced Independent Study led by **Dr. Pourdehnad**. **Dr. Larry M. Starr** provided oversight for the project, was the primary communicator between JCIPE and the teams, and assembled the final DSL report which was delivered in September.

The final report issued by DSL 707 led by **Dr. Larry Hirschhorn** and involving **Pamela Tull, Paula Smith-Benson, and John Ervin** noted,

We wanted to enlarge our perspective from a process mindset to a whole systems perspective looking at the systems that comprise JCIPE and how the systems are interconnected and interdependent and affect the purpose of the organization. Our overview led us to analyze possible physical, policy or cultural constraints that impose upon the JCIPEs success and drove us to our search using sufficient cause thinking to identify potential root causes. Using Theory of Constraint tools: Undesirable Effects, Current Reality Tree and Evaporating Cloud, we determined assumptions and used interpolations to narrow our scope to arrive at a likely root cause.

Based on the information provided, we concluded that JCIPE must present evidence-based data to support its need to obtain necessary funding and established its position as a credible IPE leader. To move towards its goal, JCIPE might consider a program champion to advocate on its behalf and to bridge the crucial gap between one-Jefferson key leadership and key stakeholders.

Dr. Starr introduces the activities for a JCIPE workshop



Drs. Umland, Collins and Pourdehnad



The approach taken in DSL 712 involved a deep analysis of the current reality of JCIPE gained by reviewing the many records of their history, performance and financial activities over 10 years. This was followed by workshops during which properties for the design of an ideal JCIPE were collected. Follow up meetings with the leadership team applied collaborating methodologies and tools about how to move from the current to the desired state. The Final Report which involved participation from **Dr. Pourdehnad, Dr. Starr, Doctoral**

Coach Tom Guggino, and doctoral students Pamela Tull, Paula Smith-Benson, Robyn Chin, Raul Virella, Sylvia Liu, and John Ervin noted:

To coincide with our 10-year anniversary and the transition to new leadership, we engaged the Jefferson Doctor of Management program in Strategic Leadership (DSL) to help us to reimagine and rethink our interests and needs in the increasingly complex and changing environment. With their facilitation we drew on the experience of more than 120 JCIPE stakeholders including co-directors, staff advisors, faculty, deans, student learners, community leaders, health mentors, and patients. We adopted a system-thinking framework and applied interactive design planning methodology to create the design for an *ideal* center for interprofessional care. From this prototype, we created our new strategic plan, business model, and roadmap. We believe our design experience and deep understanding of IPC will lead us to an even more prominent role as a model of excellence for interprofessional and professional practice and education.

The outcome of the workshops and follow-up review by the stakeholder communities and an extended strategic planning process that incorporated the more than 100 desired elements and properties co-produced a prototype design for the best ideal-seeking system our JCIPE stakeholders ***could imagine*** when they prepared it. The results included a new mission statement, strategic goals, and action items to guide us for the next three years. Indeed, the results have helped us to envision an even bolder vision for the Center and for the work we do.



Russell L. Ackoff Centennial

Have you confirmed your attendance by registering for the **Ackoff 100 Event** the weekend of **July 26, 27, 28**? Here is the **Announcement Website**: <https://sites.google.com/bzlot.com/ackoff/home>.

Russell L. Ackoff debating W. Edwards Deming



Reminder: The speaker sessions are **FREE**: <https://sites.google.com/bzlot.com/ackoff/rsvp>

Don't miss the [Saturday afternoon panel discussion](#) hosted by **Vince Barabba**.

Moderator Vince Barabba



In an extraordinary career as political campaign survey researcher, business market researcher, intelligence gatherer, and knowledge developer, **Vince Barabba** has helped Governors, Congressmen and US Presidents - as well as the Boards of several of America's leading corporations - take some critically important decisions.

Vince twice served as director of the U.S. Bureau of the Census—the only person appointed to that position by U.S. Presidents of different political parties - Presidents Nixon, Ford and Carter to be Census Bureau Director; and Reagan and GHW Bush to be the U.S. Representative to the Population Commission of the United Nations.

Co-founder and chairman of Market Insight Corporation, Vince serves as a Commissioner of the California Citizen Redistricting Commission, and he is chairman of The State of the USA, a nonprofit corporation providing quality information to the American public on key changing societal, economic, and environmental conditions. He was, until 2003, General Manager of Corporate Strategy and Knowledge Development at General Motors, where he conceived and devised OnStar and MyProductAdvisor.

The Saturday evening banquet dinner is a separate event which has a \$100/person fee and, for which you must register to attend: <https://sites.google.com/bzlot.com/ackoff/rsvp>.

PhD in Complex Systems Leadership

Jefferson has the **only dual-doctorate in leadership** in the English-speaking world and here is the website:

<http://www.eastfalls.jefferson.edu/complexleadership/index.html>

April 26, 2019

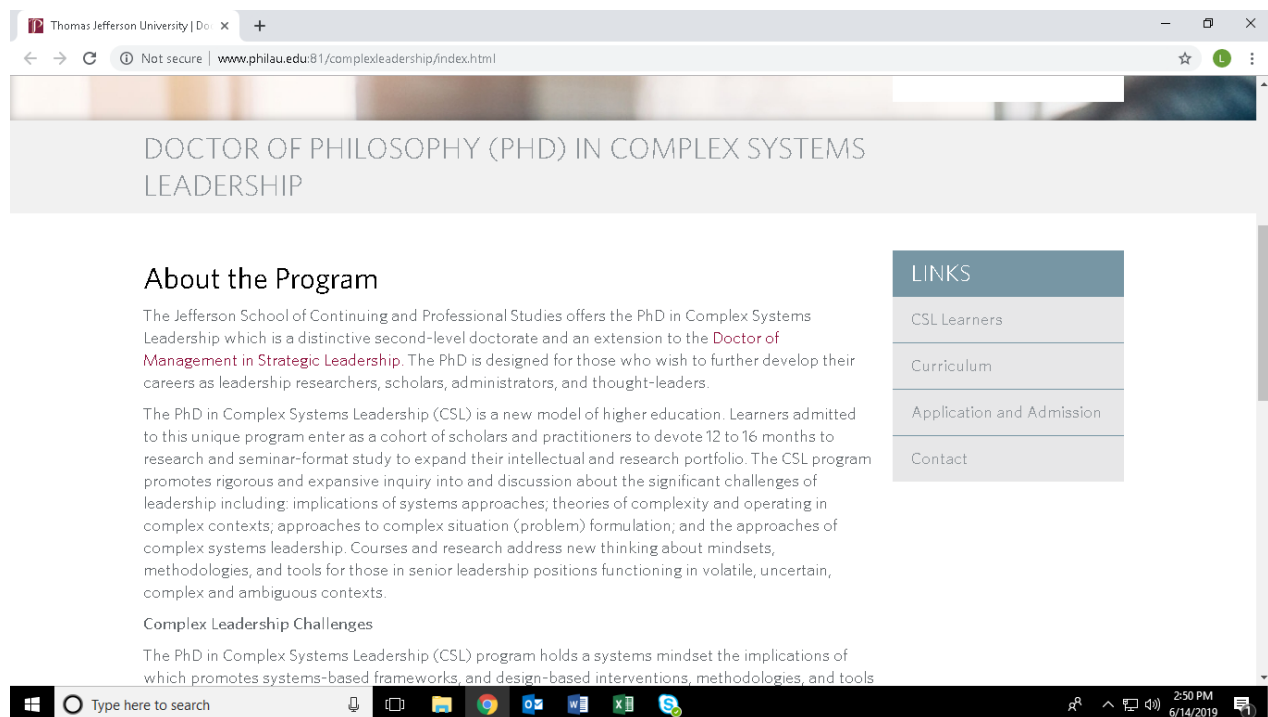
Dear Drs. Osagie and Starr,

On behalf of Jefferson Academic Board Chair Ms. Eileen Voynick, it is my pleasure to inform you that consistent with the recommendation of the Education Subcommittee, the following program submitted by the School of Continuing and Professional Studies was approved at the April 18, 2019 Jefferson Academic Board Meeting:

PhD in Complex Systems Leadership

Kathleen P. Gallagher
Executive Vice President and Chief Operating Officer
Thomas Jefferson University

We are accepting applications online (and we will begin **CSL Cohort 1** in Fall 2019) for the PhD in Complex Systems Leadership (CSL). Here is the link to Grad Admissions for access to the online Application Form: <https://www.eastfalls.jefferson.edu/graduate/request.html>. Select the “Intended Major” drop-down menu for **Complex Systems Leadership (PhD)**.



Here are brief descriptions of the first two PhD courses scheduled for Fall 2019.

Systems of systems thinking and implications to leadership - 3 credits

The primary focus for leaders of complex systems concerns “social systems sciences” which promotes development of a shared outlook on, and interest in, the nature, organization, and behavior of social systems - not forgetting the dysfunctions and pathologies which affect them. The primary learning outcome is proficiency to inquire into the many dimensions of such systems and their environments, and to contribute to knowledge of how to design them so as to create conditions permitting the fullest satisfaction of the needs, values and desires of the human beings who are their members.

Complexity approaches, theories and implications to leadership - 3 credits

The primary objective of this course is to study complexity as a way of thinking about the world rather than as a new way of working with mathematical models. The course is designed to help learners address the challenges and opportunities leaders face in a new epoch of human history. Complexity characterizes the situation facing many leaders in countries, organizations, programs, projects, and policies. This situation is a product of exceptionally rare combination of unforeseen forces that produce severe turbulence and strategic blindness thereby increasing and exacerbating danger and potential for failure. The significant risk is catastrophic outcome that may result when those in positions of responsibility do not have the competency/proficiency to recognize what is happening - because cause and effect are subtle and occur in different time and space and where the effects over time of interventions are not obvious. Conventional forecasting, planning and analysis methods are not equipped to deal with especially, dynamic complexity. Although catastrophes cannot be predicted, to a large extent they can be anticipated by leaders who possess and wisely apply cognition, experience, appropriate decision-making tools, and judgment to navigate complexity.

Note: DSL students can register for/take PhD courses which can be used either as electives in DSL or applied to (“banked for future use of) course requirements in the PhD program.

Anticipated to teach in the PhD program are **Drs. John Pourdehnad, Steve Freeman, Larry Hirschhorn, and Larry M. Starr**. As of this writing, all the PhD courses are being designed and those for Fall 2019 will shortly appear in the Academic Calendar when they are completed and available for registration.



Community Updates and Activities

Beverly Gray, Cohort 7 reports:

I have accepted a new position at [Dignity House](#) as Director of Programs and Services effective July 11, 2019. Dignity House is an agency that is working to end homelessness. I also participated in a leadership conference on April 27, 2019: **Teaching to Change Lives** had a Leadership Conference: **Call to Training**, for instructors and leaders of faith base organizations. I did a workshop on the leader's role in educating about domestic violence and starting ministries and resources for their parishioners.

Rev. Beverly Gray, Cohort 7



Jay Combs-Harris, Cohort 7 reports:

This is a personal rather than professional update. My successful journey to becoming a parent with my husband, Reggie through the foster care system was published in the May-June 2019 issue of *Gay Parent Magazine*, p. 10 with the following photo.

Jay Combs-Harris with Jabari, Damian and Reggie



Jerin Juby, *Cohort 6*, reports:

I recently presented on the topic of ***Sociology of Health*** at [St. Theresa's College, Kochi, India](#). My lecture, “An Analysis of Health Care Systems in India and US: A Comparative Study,” was delivered to 60 undergraduate and graduate students. The comparative study viewed health care systems in both countries from a systems viewpoint.

Jerin lecturing in Kochi, India

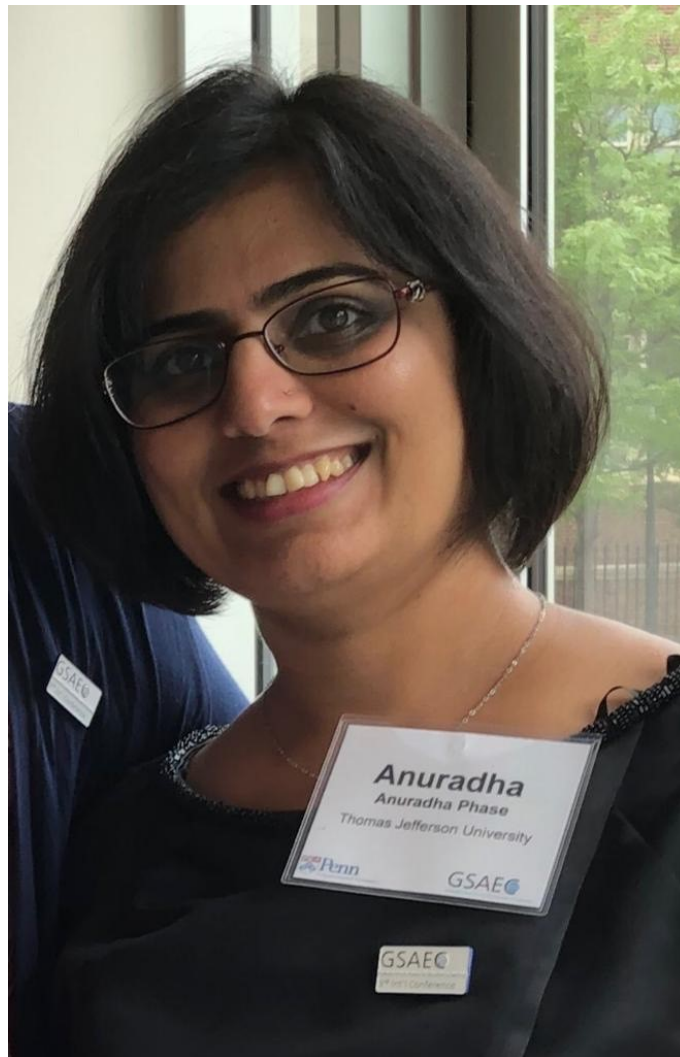


New admit for Fall, 2019, **Anuradha (Anu) Phase**, *Cohort 8* reports:

Over the weekend of June 7-8, I presented a paper, “Catch them Young,” at the [3rd International Conference on Graduate Coaching Education: Theory, Research, and Practice](#) held at the University of Pennsylvania. My paper described how the integration of coaching and new manager development programs positively impacts individuals, their teams and thus the organization and leadership development.

I had a wonderful experience and met extraordinary people including **Dr. Adena Johnston**, *Cohort 1*. My guide/liaison in Philadelphia and for the conference was **Darshi Mody**, *Cohort 2* who spent an evening with me, gave me a tour, and shared her experiences. Thank you so much for making me feel part of this family already.

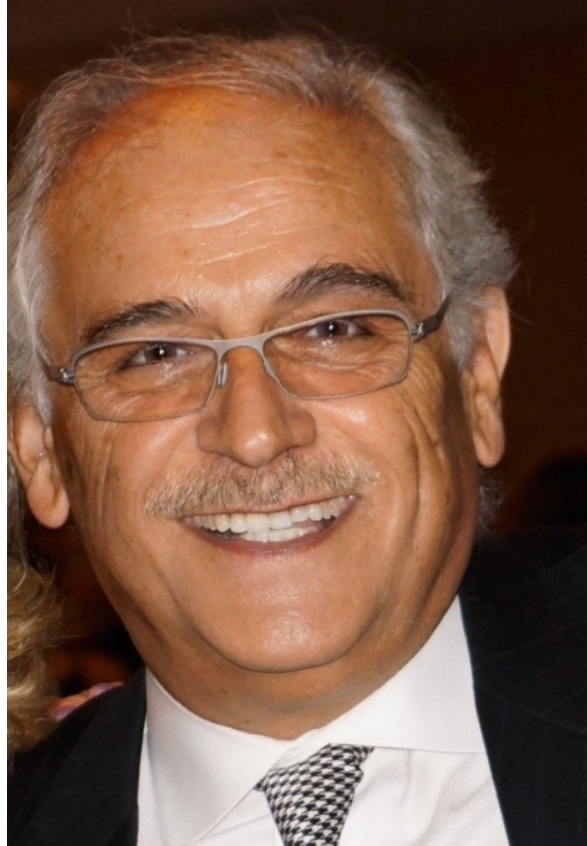
Anu Phase, Cohort 8



Email To: Dr. John Pourdehnad

I am very pleased that you have agreed to join the editorial review panel for the special issue, "Impact of the Fourth Industrial Revolution on a Learning Organization" to be published in the [Emerald Publishing journal, "The Learning Organization"](#) in 2020.

- Sincerely, Peter A.C. Smith & Dr. Tom Cockburn, editors.



Email To: Dr. John Pourdehnad,

We are inviting you to submit a paper for the Special Issue of [Systems Open Access Journal](#) with Assoc. Prof. Dr. Julien Pollack, Prof. Dr. Lynn Crawford and Dr. Kaye Remington serving as Guest Editors. Based on your expertise, we think you could make an excellent contribution to the theme, "[Systems Thinking in Project Management](#)." Both comprehensive review and original articles are welcome. All submissions are peer-reviewed, and accepted papers will be published immediately.

Systems is a leading venue for quick and global dissemination of results of cutting-edge research in systems science, systems engineering, and systems-related fields. The journal is presently covered by the following indexing: Emerging Sources Citation Index (ESCI), Directory of Open Access Journals (DOAJ), DBLP Computer Science Bibliography and Web of Science. The International Society for the Systems Sciences (ISSS) is affiliated with us.

- Sincerely, Assoc. Prof. Dr. Julien Pollack, School of Civil Engineering, The University of Sydney

Email To: Dr. Larry M. Starr

From: Aaron Shattuck <ashattuck@sciam.com>

To: Starr, Lawrence <Lawrence.Starr@jefferson.edu>

Subject: Scientific American Letters to the Editor

Dear Dr. Starr,

We will be publishing in the July issue of *Scientific American* (on page 7) your letter sent in response to an article in the March issue. Your comments contributed to a broader understanding of the topic of complicated vs complex decision making. Thank you, as well, for your membership in the *New York Academy of Sciences* for which you receive the subscription to *Scientific American*.

Aaron Shattuck

Scientific American



DECIDING WEATHER

Based on personal experience of the threat of Hurricanes Florence and Michael, Zeynep Tufekci argues in “Big Data and Small Decisions” [The Intersection] that when one is presented with a deluge of data, even a simple binary choice (stay or go, in her case) can be difficult. Unable to make a data-driven decision, she notes that she followed the advice of her neighbors.

Another way to frame this dilemma would be through the decision-making framework proposed by David Snowden, formerly at IBM and now at Cognitive Edge. Rather than ponder “What to do?” he essentially suggested we ask, “What kind of problem is this?” Some well-structured problems are complicated, with cause and effect reasonably clear, so decision-making may call for experts who can sort through enormous data sets (the domain of “good practice”). But problems where cause and effect are nonlinear and nonproportional and where elements are volatile, uncertain, complex and ambiguous (VUCA) are in the domain of “emergence.” An example is a hurricane scenario akin to Tufekci’s, for which crowdsourcing via neighbors who, it is hoped, have more knowledge and practical wisdom of the area may be a reasonable way to make the choice of staying or leaving.

Larry M. Starr

Director, Doctor of Management in Strategic Leadership program
and

Doctor of Philosophy in Complex Systems Leadership program
Thomas Jefferson University

Professor Les Sztandera reports:

I am proud to announce that three Jefferson MBA alumni, one of whom is current DSL student **Amna Alalawi**, *Cohort 5*, have co-authored with me a paper that will be delivered at the **Artificial Intelligence in Global Health Conference** in Porto, Portugal. Our paper title is "**Leveraging Statistical Methods for an Analysis of Demographic Factors of Opioid Overdose Deaths.**"

In addition, during the Summer semester I will be External Reader for a PhD dissertation at Swinburne University of Technology in Melbourne, Australia. The dissertation title is "**The Empowered Patient: Bridging the online world and outpatient services with digital technology by understanding co-experience.**"

Dr. Sztandera at Swinburne University of Technology



Dr. Sztandera adds, "This opportunity coincides with the path Thomas Jefferson University has been taking and has become a leader in, and I have been privileged to contribute to. I strongly believe that by adopting the principles of computational science and design thinking, healthcare leaders and strategists can

transform their organizations to meet the demands of a new consumer-driven, population-based healthcare landscape. This is something that I see Artificial Intelligence can now boldly step in.

Dr. Sztandera was also an invited speaker for the [Jefferson Innovation Engagement](#) series a Spring Semester program that included “local, regional and national perspectives, with topics ranging from start-up challenges, innovation across healthcare, venture capital, and prototype generation.”

INNOVATION ENGAGEMENT SPEAKER SERIES

GC698 Innovation Engagement



MARCH 21

12 Noon, 925 Chestnut Street, “The Vault”

“How to Successfully Innovate: Creating Breakthrough Collaborative Interactions”

Les Sztandera, PhD

*Professor, Computational Intelligence, Kanbar
College of Design, Engineering, & Commerce, TJU*



RSVP: innovation-ss-2019.eventbrite.com



DSL Digital Communities and Documents

Are you digitally inclined? The following online sites can keep you up-to-date with the activities of our community.

Jefferson Digital Commons: [Jefferson Digital Commons](https://jdc.jefferson.edu/jscps/)

School of Continuing and Professional Studies: <https://jdc.jefferson.edu/jscps/>

DSL Faculty Papers: <https://jdc.jefferson.edu/jscpsfp/>

DSL Newsletters: <https://jdc.jefferson.edu/sln/>

DSL Dissertations: https://jdc.jefferson.edu/diss_masters/

LinkedIn

Doctorate in Strategic Leadership: <https://www.linkedin.com/groups/8403800/>

DMgt in Strategic Leadership:

<https://www.linkedin.com/company/strategicleadership/?viewAsMember=true>

PhD in Complex Systems Leadership: <https://www.linkedin.com/company/doctor-of-philosophy-in-complex-systems-leadership/?viewAsMember=true>

Systems Wisdom and Institute

Fellows: <http://www.systemswisdom.com/institute-systems-wisdom>

Reports and Papers: <http://www.systemswisdom.com/papers>

Weblog: <https://systemswisdom.typepad.com/my-blog/>

You Tube

Thomas Jefferson University: <https://www.youtube.com/channel/UCfcOCM3JyernfgoNmJqEjpw>

Dual Doctorate Leadership Studies: <https://www.youtube.com/channel/UCrz-BF3l5Pn1UfwsssE-CCA>

Joel Adler

UIA-Inc.: <https://uiainccom.wordpress.com/>

Rosa Colon-Kolacko

Global Learning and Diversity: <http://www.globallearninganddiversity.org/our-team/>

Steven F. Freeman

<https://sffreeman.com/>

Tom Guggino

GPI Communications: <http://www.gpi-communications.com/bio.html>

Larry Hirschhorn

Learning from Experience: <http://learningfromexperiencelarryhirschhorn.blogspot.com/>

Dynamics of Consulting: <https://www.dynamicsofconsulting.net/>

John Pourdehnad

Ackoff Collaboratory Weblog: <https://ackoffcenter.blogs.com/>

Dominick Volini

<http://www.davphd.com/>



Upcoming Conferences and Events

79th Annual Meeting of the Academy of Management
Boston, MA

August 9-13, 2019 | Boston, Massachusetts, USA



Annual International Conference of the Executive Doctorate in Business Administration Council



Annual International Conference on Engaged Management Scholarship will take place from

Thursday, September 5 - Saturday, September 7, 2019 in Antwerp (Belgium)

The conference theme “**Management Scholars Engage**” links insights and research to organizations, academia, society, and scholar practitioners.

<https://ems19.com/>



The [30th International Conference on Algorithmic Learning Theory](#) (ALT 2020) will take place in San Diego, CA, USA, **February 9-11, 2020**, collocated with the 2020 edition of the [Information Theory and Applications \(ITA 2020\) workshop](#).



The two events will overlap on February 8 for a day-long symposium on **Information Theory Applied to Learning Theory (ITALT)**, featuring invited talks by distinguished speakers and a poster session, giving authors of ALT papers the opportunity to present their research to an extended audience.

CONTACT

All questions about submissions should be emailed to the PC chairs at alt2020chairs@gmail.com.

CONFERENCE WEBSITE

<http://alt2020.algorithmiclearningtheory.org/>



SCPS DSL / CSL on Both Campuses

On the **East Falls Campus**, the School of Continuing and Professional Studies (SCPS) has offices in the Tuttleman Center, Room 102, and the Strategic Leadership and Complex Systems Leadership (DSL/CSL) Program office is in the DEC Center, Room 311.

Tuttleman Center



DEC Center



On the **Center City Campus**, SCPS and DSL/CSL have offices at 130 S 9th Street (9th & Sansom St.), Edison Building, 5th floor, Philadelphia, PA 19107. **Dean Shelley Osagie** is in Suite 530F, **Dr. Larry M. Starr** is in Suite 530H, and **Tamika Landers-Taylor**, Administrative Assistant to the Dean, manages the Suite of offices from the main desk.

Edison Building



Here is the [history of the Edison Building](#).

To arrange a meeting about DSL/CSL in Center City or East Falls, please email (Lawrence.Starr@Jefferson.edu) or telephone (215-951-5332) for an appointment.

DSL and CSL COMMUNITY **AMERICANADA DAY CELEBRATION**

Sunday June 30, 2019



Among the approximately 50 people who attended, a few were captured in this photo.



**Doctor of Management in Strategic Leadership
Doctor of Philosophy in Complex Systems Leadership**

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